

GOAL 1: A planned schedule for the acquisition, replacement and renovation of physical facilities will be developed, implemented and maintained.

Lead Managers: Fire Chief & Division Chiefs

Lead Managers: Fire Chief & Division Chiefs

NFPA Standard #1201 establishes the primary functions for fire/rescue stations as:

- Fire suppression
- Hazardous materials response
- Fire prevention and risk reduction
- Disaster planning and mitigation

Beyond these primary functions are other, less official but still important functions. For example, a fire station is a part of the basic commitment between a municipality and its citizens. The station represents government at its best, and (ideally) the structure should reflect that fact as an asset to the community. Additionally, fire stations often provide space for specific functions such as polling places for elections, temporary shelter in time of disaster, or meeting places for community groups.

The number and location of fire/rescue stations must be continually reevaluated as the buildings and the population of a community change. The number of stations a department will require to accomplish its primary mission is a balance between the costs of the buildings and their maintenance on the one hand, and the need for additional stations on the other. If a station were located near the most fire hazardous sections of a community, such as a heavily populated area of multi-occupancy or wood-frame structures, then station relocation might be inappropriate. Station relocation would be more feasible if the facility were located in a rural area that was a considerable distance from the normal population flow and from urban housing and development (source: Management in the Fire Service, 1987).

The first consideration in selecting a site for fire station location or relocation is apparatus response time. Generally, a target for response time should be set in accordance with accepted national standards coupled with practical department experience. A new NFPA Standard 1710 (Standard for the Deployment of Fire Suppression Operations, EMS, and Special Operations to the Public by Career Departments) recommends a response time of four (4) minutes or less for 90 % of all incidents. This four-minute standard of coverage is underscored through response distances recommended in the Fire Chief's Handbook (1995) as follows:

- Commercial areas: one mile
- Residential areas: two miles
- Rural areas: three miles

For areas of mixed commercial and residential development, which are common in the City of Wilson, response distances of 1-½ miles should be established.

In conjunction with its participation in the national Fire Department Accreditation Project presently in progress, the Wilson Fire/Rescue Services conducted in-depth analysis of fire station distribution and accompanying response times.

The five existing stations are currently located as follows (note maps in Appendix 'A'):

- Headquarters Station #1: 307 W. Hines
- Westwood Station #2: 1807 Forest Hills Rd.
- Washington Heights Station #3: 6111 Ward Blvd.
- Brentwood Station #4: 109 NW Forest Hills Rd.
- Airport Boulevard Station #5: 3530 Airport Blvd.

In 1993, due to a planned annexation of the Wilson County Club area, members of the Wilson Fire/Rescue Services accomplished a fire station relocation study. In order to provide acceptable emergency response times as well as plan for future growth, Fire Department Administration and City staff worked together to develop a fire station relocation plan. After developing six options, using four, five and six station configurations, the Wilson City Council selected the recommended five-station configuration. Using the four-minute response time referred to above as a guide, it was obvious that two stations were located too close to each other. In 1994, fire station #3 & #5 were relocated to their present locations. The predicted four-minute response time was improved from 83% of the city to 97%. WF/RS responded to 3012 alarms for service during calendar year 2001.

Presently, all fire stations are protected with automatic fire sprinkler systems. Each station has Vehicle Exhaust Extrication Systems and emergency generators for back-up electrical power. All stations have private sleeping quarters for individual personnel.

Station #1, the Fire Department Headquarters station, was constructed in 1986 when the department consisted of five stations. This station protects the 'downtown' Wilson area, with its accompanying heavy fire load and volume of emergency calls, and is the 'second busiest' station in the City. During 2001, Station 1 responded to 1045 alarms for emergency assistance. The station currently houses an Engine Company, a Truck Company, a Squad Company and the Hazardous Materials Response Team. The facility houses the operational and administrative functions of the department. The department's garage and maintenance facility are also housed on this site. In 2000 an additional three-bay storage building was built to house reserve equipment and antique apparatus of the department.

Constructed in 1989, Station #2 responds to alarms in the western Wilson residential, industrial and commercial areas. This station houses a Quint Company and a Reserve Truck Company (an 85' Snorkel w/1250 GPM pump), at the present time; this is the closest existing Wilson station to the Wilson Medical Center. During 2000, this station responded to 460 alarms, including numerous 'working' fires, major incidents, and serious medical calls.

Station #4 was constructed in 1964, and responded to 256 alarms during 2000. In 1996, this station underwent a major renovation. Additional square footage was added to build a classroom, exercise facility and provide private sleeping quarters for all personnel. This station houses a Quint Company and a Reserve Squad unit and the Hazardous Materials Response

Trailer, and protects the heavily commercialized areas along Ward Boulevard and West Nash streets including Brentwood and Centura shopping centers. In addition, protection and related services must be provided for significant single and multi-family and Barton College.

In 1995, two residential style fire stations were built to replace then existing stations #3 & #5. Both new facilities were designed and built with identical footprints. Each station has private, individual sleeping rooms for personnel, exercise rooms and house an Engine Company. Station #3 also houses a Squad Company. Station # 3 is the busiest station in the City, responding to 1063 alarms during 2001. Station #5 houses an AFFF & Purple 'K' equipped reserve Squad unit that is utilized for specialized responses, including the Wilson Industrial Air Center. Station #5 responded to 236 alarms during 2001.

Completions of the 1994 Wilson Fire/Rescue Services' fire station relocation plan the City is properly protected for the foreseeable future. Future City annexations could produce a corresponding need to construct, equip and staff an additional fire/rescue station over the next 5 – 10 years. For example, areas in the western portion of the City in the vicinity of Interstate 95 and Raleigh Road are developing rapidly, and more growth is projected. While these areas are currently on the edge of City boundaries, future annexations could drive the need for another station in order to maintain acceptable response times. Fire Department Administration will need to maintain a close working relationship with Development Services staff in order to stay abreast of future annexations and developments, and plan for expansion of services accordingly.

Fire Department Physical Facility Needs: 2000-2006

| <u>Project</u> | <u>FY Target Date:</u> | <u>Estimated</u> |
|--|------------------------|------------------|
| <u>Cost:</u> | | |
| <ul style="list-style-type: none"> Maintain 'first due' response times of four (4) minutes or less from time of dispatch to 90% of all incidents | ongoing | Staff time |
| <ul style="list-style-type: none"> Review and update existing data on fire station response times and plot station locations for maximum effectiveness. | ongoing | Staff time |

Goal 2: A planned schedule will be maintained for the acquisition, renovation and replacement of fire and rescue apparatus and support vehicles.

Lead Managers: Support Services Division Chief

A planned and systematic procedure for the renovation and/or replacement of Fire Department apparatus is an administrative necessity. Emergency service agencies must be able to depend on reliable, 'state of the art' equipment at all times if they are to be expected to operate with maximum efficiency and effectiveness.

To meet present and future emergency operational needs in the City of Wilson, the Fire Department has replaced some of its traditional fleet of Engines and Ladders with 'Quints'. A Quint (quintuple) apparatus is equipped with a fire pump, hose, water tank, ground ladders, and aerial device. When properly staffed, the Quint is extremely versatile and able to function as either an Engine or a Ladder Company. Deployment of such apparatus on a department-wide basis is referred to as the "Total Quint Concept" (TQC). This type of system is being implemented successfully in many areas throughout the country, including the cities of Richmond, VA, St. Louis, MO and Concord, NC.

Initiatives for vehicles during fiscal 2003 include the specification and purchase of a 'rescue-pumper' unit replacement for Engine #5.

Specifying, acquiring, and maintaining fire and rescue apparatus are among a fire department's most challenging duties. Modern fire/rescue apparatus is a major investment for a community; therefore it must fill not only the needs of today, but carry the department into the next decade and beyond. In Wilson, all vehicles are specified, acquired, and maintained through WF/RS Support Services Division. Fire Department members provide input into the specification process through an Apparatus Specification Committee. The committee is made up of representatives from each shift in the Operations Division, a Division Chief from Support Services, and the department's Maintenance Technician. This process has been applied for the purchases of all fire apparatus since 1992.

The escalating cost of modern fire apparatus is a principal reason for maintaining fire apparatus and equipment to factory specifications at all times. In addition, numerous recent court decisions have shown that an improperly maintained vehicle can be a source of legal liability problems. Presently, the department has one Maintenance Technician who is responsible for all repair and maintenance schedules of WF/RS vehicles and apparatus. Most fire apparatus pump, piping, valves; routine mechanical and allied equipment repairs and minor maintenance are accomplished at the WF/RS maintenance facility. Any major repairs, such as drive train replacement or repairs are accomplished at the City of Wilson's Operation Center vehicle repair facility, or at authorized private repair facilities. The department's Maintenance Technician oversees all equipment repairs and maintenance programs. Any repairs to fire

apparatus receive the highest priority in the City's vehicle maintenance program at the Operations Center. A very good working relationship has been developed between the departments.

The department's Maintenance Technician is capable of becoming certified as Emergency Vehicle Technician and has developed and applies preventative maintenance consistent with the guidelines established by NFPA Standard #1451, Chapter 8.

Apparatus life expectancy can vary greatly from one location to another. For example, a 10 to 15 year life expectancy is considered to be normal for vehicles that are used daily in moderate response situations (source: Fire Chiefs Handbook, 1995). Fire-line apparatus must respond to many routine automobile, brush, rubbish fires and medical emergencies, as well as perform long-duration pumping operations at structure fires. These activities take their toll on the chassis, body, engine, drive train, and pump.

What justifies and magnifies the need to replace fire/rescue apparatus are escalating maintenance costs, increased downtime, noncompliance with current apparatus standards, and technological improvements. The need to address these concerns, as well as, the desire to increase operational efficiency, are valid reasons to replace outdated apparatus. Toward this end, the Fire Department began a comprehensive program for tracking vehicle expenses and down time in fiscal 1998. Matrixes developed for the replacement and/or renovation of apparatus and support vehicles in the Wilson Fire/Rescue Services are included with this plan, and will be updated annually as required.

Fire Department Apparatus Needs: 2000-2006

| <u>Project</u> | <u>FY Target Date:</u> | <u>Estimated</u> |
|--|------------------------|------------------|
| <u>Cost:</u> | | |
| <ul style="list-style-type: none"> • Maintain fire apparatus and equipment to safe and proper working condition by maintaining and performing effective preventative maintenance /repair programs, including annual service test of pumps and aerials | ongoing | Staff time |
| <ul style="list-style-type: none"> • Develop and write specifications to purchase new apparatus and equipment | ongoing | Staff time |
| <ul style="list-style-type: none"> • Modify older equipment and apparatus to meet service requirements of the department. | ongoing | Staff time |
| <ul style="list-style-type: none"> • Provide training and education for personnel in proper and safe operation of new apparatus and equipment. | ongoing | Staff time |

Goal 3: WF/RS will receive and maintain its status as a nationally accredited agency as recognized by the Commission on Fire Accreditation International.

Lead Managers: Fire Chief & Division Chiefs

Modern fire service executives are regularly faced with decisions that relate to providing fire protection and emergency medical services for their communities. Today's local government leaders undergo the constant pressure of trying to do more with less, and are hard-pressed to justify any increase in expenditures unless they are firmly tied to increased levels of service in the community. This effort is often hampered by the lack of nationally accepted criteria by which a community can judge the quality of fire, EMS and related services it provides to the community.

For many years, measuring standards available to the fire service have been the product of collaborative efforts from organizations such as the National Fire Protection Association (NFPA) and the Insurance Service Organization's (ISO) Grading Schedule. Although NFPA and ISO standards are extremely valuable for the purposes they were created, no evaluation criteria existed that would allow a community's fire department to assess when they had achieved an appropriate level of professional performance as an organization.

In 1988, the International Association of Fire Chiefs (IAFC) and the International City Managers Association (ICMA) signed a memorandum of understanding that committed both organizations to the joint development of a voluntary national fire service accreditation system. During the ensuing years, the accreditation system was developed, field-tested, and officially went 'on line' effective July 1, 1997. The first six fire departments in the nation to be accredited were recognized at the IAFC Annual Conference in Dallas, TX, in August 1997.

The accreditation process involves self-assessment, on-site validation by a group of peer assessors, and ultimate review and acceptance by the Commission on Fire Accreditation International. One of the concurrent benefits of the process is the development of planning documents, including both long-range strategic plans and short-range action plans. The accreditation process and subsequent planning document provide a valuable tool in the budgeting process, as well as a basis for justifying departmental programs and services. As an end result, the process is well worth the time, effort, and small amount of funds required to ultimately earning accreditation.

In early 1999, the Wilson Fire/Rescue Services registered as a 'member agency' with the Commission on Fire Accreditation International, and formed a task group to begin work on the accreditation process. Following nearly two years of effort and completion of the Accreditation Self-Assessment Manual, WF/RS is anticipating a Peer Assessment Team evaluation before July 2002. After a thorough evaluation of the department and its self-assessment manual, the Peer Assessment Team will make recommendations regarding CFAI Accreditation.

As a part of the peer assessment site visit and review process, the assessment team the department anticipates several strategic and specific recommendations for improvements to various parts of department operations.

In addition to the strategic recommendations, any specific recommendations were made for selected department operations and the department's Leadership Team at a "Staff Advance" will address programs. Since this time, all recommendations for improvements have been incorporated into the appropriate 'goal' sections of this strategic planning document. All recommendations will be tracked, reviewed and updated on an ongoing basis. In addition, an Accreditation Compliance Officer will be assigned to oversee compliance and insure that adopted goals and objectives are being met in a timely manner.

Accreditation Goal Indicators: 2001 - 2005

Indicators:

Cost:

- | | |
|---|------------|
| • The Fire Department will conduct a review and make updates and improvements to accreditation materials and recommendations each year at a department's annual Leadership Team Advance. | Staff Time |
| • By December 1 of each year between 2002 – 2006, the Fire Department will submit an updated status report to the Commission on Fire Accreditation International, as required by Commission procedures. | \$800/year |
| • The Fire Department will apply for accreditation by May 1, 2002. | \$3,000 |

Goal 4: WF/RS administration will develop an effective program for managing and controlling emergency incidents.

Lead Managers: Fire Chief & Operations Division Chief

An emergency is a situation where circumstances or conditions have evolved to such an extent that they endanger lives or property. Usually, these conditions will continue to worsen and endanger more lives or property unless immediate remedial actions are taken. An emergency is, by its very nature, a dynamic condition that can rapidly become worse through improper actions by fire officers.

Fire departments providing only fire suppression and related services are rare today. In their place are departments performing an ever-widening variety of public safety services including emergency medical response and transport, technical rescue, hazardous materials response, and a variety of other safety and preventative services. In most areas, these types of incidents make up the bulk of department responses, while traditional fire suppression demands have dropped to a lower percentage of total call volume. For example, the Wilson Fire/Rescue Services responded to a total of 3060 emergency incidents during calendar year 2001. Of this total, 1549 calls (50.6%) were to provide emergency care at serious medical emergencies or accidents.

Although the number of fires may be declining, the fire suppression mission has become much more complex in the face of new and greater risks. Technology has changed the way buildings are constructed and how they are furnished. Fires in the modern, high-tech structures of today can grow to disastrous proportions much faster than was the case a generation ago. To cope with these changes, firefighting tactics have changed to better manage the heavy resource demands and allow for a more coordinated approach to the fire problem.

Like many of its counterparts, the Wilson Fire/Rescue Services has also assumed lead-agency responsibility for hazardous materials response. Planning and response for these types of incidents may require coordination with multiple local, state, and federal agencies. Even relatively minor spills and leaks require interaction between fire, police, EMS, emergency management, public works, and health, in addition to the private sector for cleanup.

To cope with the myriad of emergencies modern fire and rescue service agencies must cope with today, the Wilson Fire/Rescue Services has resources distributed among five (5) stations. Available resources include Engine Companies, Quint Companies, two Squad Companies, and several support vehicles. Five Engine Companies (which include 75' Quints) and one (1) Truck Company (109' Quint) are staffed with a minimum of three (3) members, and Quints and the Squad Companies are staffed with a minimum of two (2). All companies carry sufficient tools, equipment, and supplies to enable them to function effectively on a variety of

emergencies in addition to fires. The Truck Company handles the technical rescue duties. The Squad Companies serve as a 'flying manpower squads', providing additional personnel for fire and rescue responses. The 75 members who currently compose the Operations Division are assigned to companies and distributed in stations as noted on the following organizational chart.

Another duty assumed by many fire departments in recent years is technical rescue. Fire departments have a long history of doing whatever is necessary to rescue people in danger, whether from fires or from collapsed buildings. Technical rescue services have been provided by many fire departments for years, but were seldom identified as separate specialties. More recently, technical rescue has evolved to become an integral part of the service that many fire departments provide.

WF/RS has included technical rescue responsibilities as an integral part of the mission and the duties. This responsibility fall under the Operations Division and are under the direct control of an Operations Division Chief, is responsible for coordinating all technical rescue and hazardous materials operations and related training within the department.

The term 'technical rescue' refers to a multitude of rescue and extrication services that are often interdependent upon one another for operational success. Examples of technical rescue type incidents include:

- Confined space incidents
- Full or partial structural collapse
- Trench cave-ins
- Vehicle extrications
- Heavy machinery and farm implement extrications
- High-angle and rope rescue
- Rapid water rescue
- Other unusual rescue situations

Indicators: Fire Department Emergency Operations Program

- WF/RS will insure members forming the haz-mat and specialized rescue teams that are integrated into the Operations Division are trained, equipped, and certified to 'state-of-the-art' levels.
- WF/RS will insure that proper SOP's, strategies, and tactics are in place and understood by all members for dealing with structures fires and specialized emergencies.
- WF/RS will insure that all members are trained in "Weapons of Mass Destruction" to at least the 'operational' level by December 31, 2003.

- WF/RS will work closely with the City's Safety Officer and other departments as appropriate to initiate a program of installing additional traffic preemption equipment at selected intersections.
- WF/RS will work with other agencies as appropriate to provide classes in "Command Spanish " to all Company Officers during fiscal year 2003.
- WF/RS will continue to use the GIS system catalog vacant commercial structures, categorize the vacant structures' condition and display firefighting strategies in the department's GIS system.

Goal 5: WF/RS Administration will provide an Emergency Medical First Responder Program within the City of Wilson

Lead Managers: Fire Chief & Division Chiefs

The development of an emergency medical service (EMS) system involves the arrangement of a number of major organizational, managerial and operational elements, each pertaining to the level of service provided. The integration of these elements to achieve the proper level of service is fundamental to the development of an effective EMS system. EMS has become a reality for the majority of fire departments in the United States today. Recent studies by the International Association of Fire Chiefs (IAFC) show that over 80% of all fire departments in the country are now delivering some level of EMS (source: Fire Service EMS Planning Guide). In many fire departments, EMS related incidents account for approximately 50% of the total emergency call volume handled by this organization.

As a result of the range of emergencies to which the fire service responds, the Federal Emergency Management Agency (FEMA) and the U.S. Fire Administration have been promoting the medical “first responder” concept. In this case, the term ‘first responder’ refers to the unit which: (1) arrives first on the scene, and (2) has the training, equipment and capabilities for dealing with the emergency incident. The fire service’s ready supply of available and trained personnel, coupled with its ability to arrive on the scene quickly and fully prepared make it ideally suited for first responder duties.

Primary EMS transport service in Wilson County is currently provided by Wilson Emergency Medical Services (Wilson - EMS) augmented by several volunteer rescue and first aid crews. – Wilson - EMS responds to over EMS incidents per year, many of which are located in the City of Wilson. Within the 23+ square mile area encompassing the City, Wilson - EMS operates between two and five units, depending upon time of day and call volume frequency.

While Wilson - EMS provides quality service in an efficient manner; average EMS response times within the City have been lowered significantly through adoption of the fire department’s ‘first responder’ program. The Wilson Fire/Rescue Services operates a total of eight fire/rescue companies working out of five stations. The average Fire Department response time within the City, which is defined as the amount of time elapsed from receipt of alarm until the first unit arrives on the scene, is approximately four (4) minutes. On the other hand, average Wilson - EMS response times within the City exceed eight minutes. Thus, implementation of the first responder program has proven to be an excellent cost-effective method for reducing response times to serious medical emergencies.

The Wilson Fire/Rescue Services initiated the first phase of a “First responder Program” in 1985, when it began to respond to life threatening emergencies including motor vehicle

accidents. In 1999 the department added defibrillation capabilities (AEDs) to all front-line companies. All members of the department are currently certified in the use of AEDs, and many members are certified as Emergency Medical Technicians (EMTs). Presently, activities are coordinated so that there is a clear understanding within both organizations of where the Fire Department's responsibilities stop and where those of the transporting agency/Wilson - EMS begin on medical emergencies.

In addition to the above, Fire Department Administration will need to work with Wilson-EMS, the hospital and County officials to search for ways to reimburse the department for the cost of medical supplies. For fiscal 2001, the department projected total expenditures for emergency medical equipment and supplies at \$40,000. Under the current system used in Wilson County, volunteer rescue squads receive compensation for emergency medical responses at a rate of \$15. per incident. Thus, it may be possible in the future to transfer the costs associated with medical supplies to Wilson County/Wilson - EMS under an equipment and supplies 'trade out' program, whereby supplies used on an emergency could be replaced from Wilson - EMS stocks.

Presently, WF/RS 'EMS Coordinator' responsibilities are performed by the Resource Development Division Chief. As the program continues to grow and becomes more sophisticated and complex, the corresponding workload will increase to the point where it will not be possible to keep up with on a part-time basis.

Indicators: Fire Department Medical First Responder Program

- Administration will work to develop a program for reimbursement of medical equipment and supplies, and have said program in place by December 31, 2001.
- The Department EMS Coordinator will establish procedures and internal Audit and Review Committee to insure quality control for delivery of EMS service by July 1, 2003.
- The Medical First Responder-Defibrillation Program will be continually reviewed, updated and modified as needed to reflect both the needs of the community and state-of-the-art technology.
- The Resource Development Division Chief (EMS Coordinator) will maintain training records for all personnel and schedule sufficient EMT classes to allow members to maintain their current levels of certification.
- Fire department Administration will continue to explore ways for improving delivery of EMS services to the citizens of Wilson.

Goal 6: WF/RS Administration will provide comprehensive training and educational programs designed to build team effectiveness and individual career development.

Lead managers: Resource Development Division Chief

The fire service today is markedly different from the service that existed a generation ago. Not only have the apparatus, equipment, and techniques changed, but also the personnel and the role of the fire service. With the advent of formalized fire service education programs in the 1970's, the status of the firefighter was elevated from a mere 'doer' to that of a technician. Increased demands for service have expanded the role of the fire service into areas beyond fire protection, most notably in the emergency medical field.

In order to appreciate the modern fire service as a professional organization, one must first define the term 'professional'. A profession has been defined as, "...an occupation requiring specialized knowledge that can only be gained after intensive preparation..."(source: Managing Fire Services). Professional occupations require a body of knowledge, a set of professional standards, and a system of control over the practice, which regulates the education of its new members. The primary characteristic that differentiates a profession from a vocation is its theoretical commitment to rendering a public service.

Professional development is a continuous and complex responsibility for the fire service manager. Among its many facets are recognition that the fire service constitutes not only a job but also a profession, with its own unique body of knowledge, an orientation toward community service, and a commitment to a set of ethical standards. Professional development also involves the promotion of growth and development opportunities through professional associations and meetings, internships and exchange programs, and formal education and training curricula.

A good training and education program is the cornerstone upon which the successful professional fire service organization rests. The development of a comprehensive training program first requires commitment from department administration through program planning. The program planning process is the means by which a defined, workable program of activities is developed to meet a department's training objectives.

There are five major steps in the program planning process: needs assessment, formulation of objectives, program selection and development, program delivery, and evaluation. Each of these steps must be addressed through as the Wilson Fire/Rescue Services develops a training program capable of meeting both present and projected future needs. Evaluation must be integrated into all phases of training so that the feedback required for future program development and revisions becomes a continuous, ongoing process.

Indicators: Training and Education Strategic Plan

- A schedule for the training of all department personnel will be prepared annually that includes all re-certification classes, specialty skills, supervisory training, and multi-company operations.
- The Resource Development Division Chief will maintain appropriate training records, consistent with the requirements of State certification, the ISO Grading Schedule, and the IAFC Accreditation System.
- Higher educational programs will be a priority for all members, and active participation in fire service associate and baccalaureate programs will be stressed for all positions.
- The Resource Development Division Chief will continuously strive to insure that appropriate state and/or national certification is obtained for all department positions.
- The existing program of standardized emergency scene evolutions for engine, ladder and rescue squad companies will be maintained, and all companies will be tested on a quarterly basis each year.
- WF/RS will continue to support and participate in resident National Fire Academy programs for all positions, assisting the "Emerging Leaders", not yet in Chief Officer ranks, gain enrollment in the Executive Fire Officers Program.
- WF/RS will insure that training in diversity and/or sensitivity issues is conducted for all personnel every 18-24 months.
- All future apparatus fire fighter/engineers will possess appropriate North Carolina certification for apparatus operators per NFPA 1002, effective January 1, 2003.
- Research will be conducted and plans will be developed for updating the WF/RS Fire Training Center that meets the present and future needs of the department.

Goal 7: WF/RS Administration will continue to work with the Data Processing Division to develop and maintain a data based information management system that includes the advanced use of Geographic Information System

Lead Managers: Fire Chief & Support Services Division Chief

The development of accurate information that is readily available is essential for the proper management of a fire department. Good information is needed not only to help fire service managers make decisions, but also to back up those decisions with hard data that can stand the scrutiny of city administration, elected officials, budget analysts, the press, and others. The future of the fire department and its ability to compete for scarce public resources depend upon its ability to make and defend good decisions.

In addition to supporting budget requests, good management information helps fire service managers do the best possible job of reducing fires and related losses and providing emergency services with available resources. The range of problems facing fire departments today is formidable, and the amount of information they have to assimilate is huge. Even the smallest fire department can experience countless types of chemical spills, arson and juvenile fire setter problems, or have the need to track hundreds of different types of tools and supplies.

The centralized data base system currently used by the City of Wilson for nearly all computer needs in the City has proven to be adequate for the Fire Department in the development of a full management information system (MIS). WF/RS has also been very aggressive in the use of Geographic Information Systems (GIS) over the past 18 months. Using ArcView, FireView, MaxResponder and other software systems, the department is using GIS in many venues. GIS is a complex system that allows data to be retrieved from several files and data layers available to the department. It can be displayed as necessary to produce a map demonstrating the data in special displays and maps. For example, everything from emergency incident to building inspection records, permits and correction orders can prove valuable to department members, city administrators or elected officials. City planning and demographic data can prove invaluable in planning locations for future fire stations and charting expected levels of emergency responses.

GIS can provide information for planning suppression, EMS, and prevention programs and policies. For example, if the fire rate in the City is going up or down, "hot spot mapping" will provide information for decision making regarding existing fire prevention and education programs or policies and, if target programs for areas, or audiences are needed. These findings can suggest the need for a Juvenile Fire setters program or other specialized educational programs focusing on specific hazards. If a Citywide program is not feasible, the program could prioritize and focus on the most severely affected areas.

Finally, Fire Department Administration should maintain a core of data compatible with the coding and format used by both the State of North Carolina and the National Fire Data Center/U.S. Fire Administration.

Indicators: Data-Based Management Information System

- Department Administration will work with Wilson County and the Central Services Department to insure that the latest edition of the North Carolina Sun-Pro 5.0 NFIRS incident reporting system is fully operational within the department by July 1, 2001.
- Department Administration will work with Central Services department in order to obtain Mobile Data Terminals for all fire/rescue apparatus by December 31, 2001.
- The Administrative Assistant will insure that system training as needed will be conducted for all work units, divisions, and shifts by December 31, 2001.
- A Department Administrative Assistant will be appointed to maintain and research Fire Department needs, analyze data, make recommendations for system improvements, and maintain liaison with the City's Central Services Department during fiscal 2002.
- Department Administration, in concert with the Life Safety Division, will develop recommendations for an appropriate type of laptop or handheld computer system to be used by Fire Inspectors and the Life Safety Educator, and make appropriate budget requests for inclusion in the fiscal 2002 budget.
- Department Administration will work with Wilson County and the Central Services Department to make recommendations for changes necessitated due to 'reframing' and narrowing of radio bands by the Federal Government during 2002-2003.
- Department Administration will continue to work closely with the Central Services Department in order to insure that existing hardware and software systems remain current and capable of state-of-the-art, dependable performance.
- Department Administration will work closely with Wilson County and the Central Services Department to insure that the City/County Computer Aided Dispatch (CAD) system meets all present and future needs of the fire department.

Goal 8: WF/RS Administration will develop effective fire prevention, code enforcement, and educational programs designed to reduce property loss, injuries and deaths from fire and other emergencies.

Lead Managers: Fire Chief & Division Chiefs

Fire prevention is the primary goal of the fire service, and the responsibility of every member of the Wilson Fire/Rescue Services. The Life Safety Division is responsible for coordinating the key elements of the fire prevention program: public education, arson investigation, enforcement of fire codes and ordinances, plans review, property inspection, evaluating built-in fire protection, training, and program analysis to monitor progress.

The basis of a good fire prevention program is the attitude and concern of individuals toward fire. Probably the most influential group of citizens to reach is children. Not only are they the most receptive to elementary fire education programs, but also they are the leaders of tomorrow who can insure that solid prevention programs are continued. Other target populations are the elderly and the disabled, who have special communications and mobility needs in the event of fires.

Public education efforts require special skills not normally available in a medium-sized fire department. The expertise required of a trained public fire educational specialist is just as important as it is in the teaching of math or science; thus the position requires a person with excellent communication skills who is highly motivated to the task. During 1998, the job of Public Fire Educator was created, and this position has helped immeasurably to publicize the fire and life safety message in the City of Wilson. Given the projected growth of the City over the next several years, it is recommended that an Assistant Educator's position be added in 2003 in order to maintain the current level of educational programs.

States and local communities adopt fire codes and related ordinances in order to protect the health, safety and welfare of their citizens. In doing so, local government takes on the responsibility of insuring that the rules are followed, both by providing information and assistance to facilitate compliance with the codes and by enforcing their provisions. The Life Safety Division works with the City's Inspections Division in the areas of code enforcement and plans review in a cooperative effort to insure that the lives and property of the citizens of Wilson are properly protected from fires and related emergencies.

Given recent annexations and growth in Wilson without a corresponding growth in staff, fire inspectors are becoming hard-pressed in their efforts to insure compliance with fire and life safety codes. This trend can be expected to continue, even though some duties formerly handled by the Life Safety Division (such as in-service inspections and pre-planning) have been shifted to the Operations Division. To insure that the state's mandatory inspection program is maintained in the future, one additional fire inspector's position should be created by July 1, 2002.

Indicators: Fire Prevention and Educational Programs

- The Fire and Police Departments will continue to work together to coordinate the City's Arson Task Force. Both organizations will work to have their investigators certified under the NC Arson Investigators Certification System.
- WF/RS will fill the Life Safety Educators position in fiscal year 2003.
- WF/RS will continue and maintain a program for the preplanning of all 'Target Hazard' structures within the City, with all said structures re-inspected and updated annually.
- WF/RS will maintain an inventory of vacant/abandon/dangerous commercial buildings in the Bureau of Fire Prevention and on the GIS system of the department.
- The Life Safety Educator will continuously strive to develop, acquire, and offer state-of-the-art fire prevention and educational programs for our citizens, including:
 - 'Adopt-A-School' Program for all elementary schools
 - Smoke Detector checks and giveaways
 - Juvenile Fire setter Program
 - Seasonal fire safety messages and educational programs
 - The mobile Fire Safety Smoke House Program for elementary school children
 - Red Cross/English as a Second Language Program
 - Develop an on-call list of translators to help interpret the fire safety message to persons and groups with poor comprehension of English.
- Fire safety educational programs using the "Kids Safety House" will be utilized for programs focused on primary school children.
- The Fire Prevention Bureau will work with the City's Inspection Division to insure existing State and City ordinances relating to building and fire safety are complied with.

Goal 9: WF/RS Administration will continuously review management and administrative policies in order to develop and maintain a progressive, dynamic and innovative organization.

Lead Managers: Fire Chief & Division Chiefs

Lead Managers: Fire Chief & Division Chiefs

Throughout their careers, all fire service managers will be confronted with change and therefore must be able to manage innovation. The term 'innovation' encompasses anything that is perceived as new, regardless of its objective newness. Innovation includes the use of new technology, but it also includes new ideas, new concepts, new methods and new procedures. An innovation may be a better computer program or the use of quality circles, task groups, or any process that employs a problem-solving idea that has not been utilized by the organization before.

For an organization to become progressive and dynamic, it must embrace change and innovation as a 'way of life'. In the fire service as in other professions, those affected, while at other times it's resented and resisted sometimes welcome change. Change is resisted when people feel their 'comfort zones' are being invaded. In general, people resist change for one of four reasons: (1) a desire not to lose something of value; (2) misunderstanding the change and its implications; (3) a belief that change will not improve the organization; or (4) having a low personal tolerance for change.

The major change agent within a fire department is the fire chief and his staff. Top management is responsible for influencing change by providing an environment in which first and mid-level supervisors can achieve greater influence, while becoming key implementers and communicators of the desired change. Supervisors should encourage and 'sell' change by discussing expected advantages to be gained throughout the department from the change. To help create an environment where change is valued, the Wilson Fire/Rescue Services was completely reorganized in 1997 into four mutually supportive divisions under two branch assistant chiefs. In 2000, a Special Operations Division was added to reflect increasing levels of activity in hazardous materials and special hazards. The current administrative organizational chart is provided on the following page.

To build employee confidence and 'buy in' when implementing change, one or more of the below noted strategies should be used:

- Identify those who will be most affected by the change and involve them in the decision process
- Work to build trust between employees and administration
- Empower employees to increase productivity and 'buy in'
- Hold employees accountable for their work product

When accountability is combined with trust and empowerment, the results can pay major dividends for the organization in the areas of innovation, improvement, motivation, and employee morale.

Indicators: Development of a Progressive and Dynamic Organization

- Fire Department Administration will foster and encourage an ongoing philosophy of open and participative management in the development of goals, objectives, policies and procedures. This philosophy will be accomplished by (but not be limited to) the following methods:
 - Regular, scheduled planning meetings for administrative staff
 - Regular, scheduled meetings for the Department Leadership Team
 - Regular, scheduled meetings with firefighters, officers, and other groups
 - Continued use of committees and task groups to accomplish special tasks and projects
 - Use of an annual management 'Staff Advance' for planning purposes
 - Use of quality circles and other quality improvement tools
 - Conduct ongoing team building programs and exercises for all members

- Department Administration will appoint an internal Task Group to develop plans for an appropriate celebration of the Wilson Fire/Rescue Services' Annual Awards Banquet.

- Department Administration will continue to develop and administer surveys for measuring internal employee and external customer satisfaction.

- An SOP Committee will continue to reorganize and update all written department policies and procedures on an ongoing, as needed basis.

Goal 10: Personnel policies for hiring, promoting, rewarding and disciplining employees will be coordinated with the human resources department and updated as necessary to insure a continuous pool of the highest quality personnel for all positions.

Lead Managers: Fire Chief &

Division Chiefs

For an organization to be successful, top-notch employees are needed to carry forth its mission. Thus, it follows that personnel policies guiding firefighter recruitment, selection, promotion and recognition form the backbone of a successful fire department.

The personnel policies of a fire department are subject to many influences, including: federal, state, and local regulations, labor regulations, the views of city administration and the fire chief, and those of the general public. Departmental officers play an important role in the implementation of these policies, and need to have a clear understanding of both their content and spirit.

In the area of selection, hiring, and placement, the Fire Department's staffing needs must be met, while keeping in mind equal employment opportunity requirements. The City of Wilson and the Wilson Fire/Rescue Services are committed to a philosophy minority recruiting and maintaining a diverse work force. Thus, processes used for the selection and promotion of personnel must be fair, impartial, valid, job related and non-discriminatory.

To insure a pool of qualified candidates are available for promotion to positions of higher responsibility; the Fire Department developed and implemented a career development program in 1997. This type of program integrates selection, training and education, career counseling, performance appraisal, and related considerations into a single system. As a result, the traditional responsibilities of the Fire Chief and the Personnel Director are expanded to encompass meaningful personnel development. Personnel development integrates the concepts of both career development and management development into a single plan, with the overall goal of organizational excellence.

Achievement of the goal for officer development involves a combination of formal education, experience, National Fire Academy programs, and entry-level officer training. Officer training is accomplished by requiring completion of the formalized WF/RS 'Officers Development Program' (ODP) before candidates are allowed to test for promotion. This requirement, similar to those used in the cities of Charlotte, Gastonia and Concord, insures that future supervisors will be properly prepared to assume roles of increased responsibility upon promotion.

To create the Officer Development Program, the Wilson Fire/Rescue Services successfully integrated the Fire Science Curriculum offered at Wilson Technical Community College into the promotional process. The majority of the required disciplines can be gained by the successful completion of the WTCC Fire Science Associate Degree Program. However, the nine- (9) areas of discipline required in the WF/RS ODP may be achieved by independent study of courses offered by the department. The Educational requirements mandated under the ODP

are consistent with the recommendations of NFPA #1021; "Fire Officer Professional Qualifications."

Presently, an Associate's degree is required to progress to the rank of Division Chief, and a Bachelor's degree is required for the rank of Fire Chief. Currently, a Bachelor's Degree Program in Fire Safety Engineering is in place at the University of North Carolina-Charlotte, and other programs are available over the Internet. Education provides an organization's present and future leaders with the best opportunity to keep pace with the rapidly changing technology common that has become commonplace. Thus, it is recommended that over the next several years the Fire Department move toward a requirement where an Associate's degree will be required to progress to the rank of Captain, a Bachelor's degree required for promotion to Division Chief, and a Master's degree required for promotion to Fire Chief.

Indicators: Development and Updating of Personnel Policies and Procedures

- Fire Department Administration will work closely with the City of Wilson Personnel Director in the ongoing formation of policies, procedures and performance standards to insure that personnel policies are adhered to and properly maintained for relevant areas.
- As in the past, a Minority Recruiting Task Group will be organized and implemented prior undertaking our next firefighter recruiting and hiring processes. In general, firefighter recruiting and entry-level testing processes are conducted annually, with the next process scheduled for completion in July 2002.
- WF/RS will maintain the current system of recognizing and reward employees at our annual WF/RS Awards Banquet.
- Fire Department Administration will maintain and foster further development of the existing Fire fighter Apprentice programs for both high school and WTCC students.
- WF/RS will maintain and enhance the WTCC – WF/RS Regional Fire-Rescue Academy Partnership,

Goal 11: WF/RS Administration will study and analyze staffing levels needed for positions, make assignments and recommendations as appropriate for the need of the City and the safety of department personnel.

*Lead Managers: Fire Chief & Operations Division Chief
Lead Managers: Fire Chief & Division Chiefs*

Research in fire science indicates that fire builds and temperature increases at a rapid rate during the first three or four minutes after fire inception. If fuel and oxygen are sufficient, then localized free burning begins for another brief period of time. After four or five minutes, this unrestrained growth leads to flashover, or total ignition of the contents of a room or area of origin. Nearly instantaneous fire spread is caused by superheated fuel and atmosphere, and often occurs in less than seven minutes from initial inception.

While the first arriving company handles many fire alarms successfully, others require multiple crews and sustained effort. In general, smaller communities suffer disproportionately large fire losses, injuries and deaths because of their inability to maintain sufficient initial attack suppression forces. This dilemma of cost versus loss makes careful evaluation and planning of fire department staffing extremely important to both city officials and fire department administrators.

When staffing modern fire/rescue agencies, administrators must also take into account the many and varied tasks performed by today's firefighters. These tasks include: fire suppression, emergency medical response, heavy rescue, hazardous materials response, non-emergency and service responses, public education, fire inspections, pre-planning, hydrant and fire hose testing, apparatus maintenance, station maintenance, and a host of other duties. The question for community officials is; how large should the response crews be, and what response patterns and alarm assignments should be incorporated? The challenge for Fire Department Administration is to provide a fire suppression force capable of achieving a quick initial attack, while still being cost effective.

The ability of adequate fire suppression forces to greatly influence the outcome of a structural fire is undeniable and predictable. Data generated by the National Fire Protection Association (NFPA) demonstrates that prevention of flashover can substantially reduce the life and property loss associated with structure fires. Various controlled and statistically based experiments conducted by several cities and universities (source: John A. Granito) reveal that if about sixteen firefighters are not operating at the scene of a 'working' fire within the critical (4 to 6 minutes, per above) time period, then dollar loss and injuries are significantly increased as are the square feet of fire spread (note chart below). In a related comparison to firefighting tactics, 5-member companies were judged to be 100% effective in their task performance, 4-member companies 65% effective and 3-member companies only 38% effective.

Fire Extension in Residential Structures*
1993-1997

| Fire Extension | Rate per 1,000 Fires | | Dollar Loss per Fire |
|-----------------------------|----------------------|-------------------|----------------------|
| | Civilian Deaths | Civilian Injuries | |
| Confined to room or origin | 2.45 | 38.09 | \$ 3,261 |
| Confined to floor of origin | 21.08 | 107.81 | \$23,742 |
| Beyond floor of origin | 28.58 | 70.65 | \$35,834 |

Source: NFPA Annual Fire Experience Survey and NFIRS Data

Residential structures include: dwellings, duplexes, apartments, row houses, townhouses, hotels and motels, dormitories, manufactured homes and barracks.

Fire suppression operations have three basic functions: (1) rescue; (2) forcible entry, laddering and ventilation; and (3) water application through hose lines. Ladder and Rescue companies handle the first two functions and Engine companies the third. To raise ladders, ventilate, search and rescue simultaneously takes quick action by teams of four to eight firefighters, each team under the supervision of an officer. The number of firefighters required to search and rescue should never be fewer than two, and typically is at least four. The number of firefighters needed to advance one hose line varies from two for a small line to four for a larger line (source: Managing Fire Services).

Over the past ten years, fire suppression capabilities and operations within the City of Wilson have been completely reorganized. This reorganization included the establishment of several 'Quint' Companies, the addition of a Truck Company function and two Squad companies, and the development of comprehensive guidelines for response to and operations at structural fires and other emergencies. A Quint is defined as a unit capable of functioning as either an Engine Company (hose, water, & pump), or Ladder Company (aerial and ground ladders). At the present time, minimum staffing for fire companies within the Wilson Fire/Rescue Services is as follows:

- Engine companies - 3 member minimum
- Quint companies - 3 member minimum
- Squad companies - 2 member minimum

← Formatted: Bullets and Numbering

The standard response to a structure fire in the City of Wilson includes two Engine companies, one Quint/Ladder Company, two Squad companies, and one Division Chief when needed. This level of response provides the Incident Commander with a minimum of 13 personnel to be deployed as needed for incident control. However, three-member staffing for Engine companies limits those units to being able to deploy only one 1 ¾ " hose line for interior fire attack per company. A 1 ¾" hose line is capable of flowing approximately 150 gallons per minute (gpm), thus enabling the two Engine companies who respond on the initial alarm to produce a combined fire flow of 300 gpm for interior fire attack. Conversely, Engine companies

staffed with 4 members can advance 2" or 2 ½" lines capable of flowing 250 gpm, thereby increasing the total fire flow available on the initial alarm to 500 gpm; a 40% increase.

In order to safely and efficiently carry out all of the duties required of today's fire and rescue service agencies, the optimum staffing for all City of Wilson Engine/Quint and Quint/Truck Company is a minimum of four (4) personnel per company. The staffing of the Squad Companies in their present use is adequate at two (2) personnel.

Four-member minimum staffing for all companies would also insure compliance with Federal and State OSHA regulations enacted in 1998 (referred to as "2 in – 2 out"). These regulations require that a minimum of four firefighters be assembled at fires before beginning interior fire attack operations. If at least four firefighters are not present, the attack crew is required to wait until help arrives before beginning interior attack operations unless an obvious rescue situation exists. Four-member staffing would also insure compliance with all existing and proposed national fire service standards (NFPA 1500 & 1710), and help to insure that sufficient personnel were available for other required duties and tasks as previously noted.

Finally, as noted under Goal IV (Emergency Incident Management and Control), three Lead Captain positions (one per shift) are needed. A Division Chief serves as the top-level manager for the department during his assigned on-call assignment. As such, this position is responsible for the coordination and control of 7 fire companies and 25 personnel, working out of 5 stations in a 24 square mile urban City environment.

The Division Chief is required to respond to and take charge of significant emergency incidents within the entire City (currently 24 square miles) and surrounding areas. The current administrative span of control for the Division Chief is 5 Captains. Nationally, the recommended span of control for decentralized management positions such as these is 4-6 subordinates. Equally important are the increasing response times required for the Division Chief to arrive at the scene of an emergency.

As the City of Wilson has grown to 24 square miles, the volume of traffic has increased in proportion to the growth of the region. Current response times for Chief Officers after 5pm may exceed 10 minutes. This is further justification for the Lead Captains' position to provide the Command function with the first alarm assignment.

Indicators: Staffing Level Recommendations

- Staffing recommendations developed for budget purposes will take into consideration personnel safety and efficiency of operations, as well as financial viability.
- National standards for fire service operations, specifically NFPA #1500, "Fire Department Occupational Safety and Health Program", and Federal OSHA regulations, 29 CFR 1910.134 and 29 CFR 1926.103, will be used as the principal guides in the development of staffing recommendations.
- A total of twelve (12) additional firefighters are currently needed to staff all existing fire companies with a minimum of four personnel plus allow for leave impact. To achieve this number, it is recommended that six (6) additional personnel be hired in 2003 and two (2) each subsequent year until that total is reached.
- As the use of GIS increases in the department, a full time GIS/MIS Coordinator for the department is needed. The continued growth, expansion and demographic change of the community requires the constant updating of data layers and growth plans, including new station locations, and infrastructure information to provide the best possible protection for the community.
- Future annexations to the west and north of the existing City limits will drive the need for additional stations to provide proper protection to those areas in order to maintain existing response time standards. When additional stations are added, sufficient personnel to staff the stations will need to be added.

Goal 12: WF/RS Administration will develop and implement a comprehensive program for risk management and loss control in concert with the City's Health & Safety Division.

*Lead Managers: Fire Chief & Resource Development Chief
Lead Managers: Fire Chief & Division Chiefs*

The objective of risk management for any governmental entity is the conservation of its resources from accidental losses. These accidental loss exposures, affecting human, financial, physical and natural resources, are diverse and ever-changing, as are the risk controls and funding mechanisms available to meet them. Without a coordinated and continuous effort to uncover significant loss exposures, to apply reasonable and effective loss controls, and to ensure that the financial integrity of the governmental entity is not impaired after a loss, serious repercussions may result, particularly from taxpayers (source: Risk Management Today).

Despite the fact that money, buildings, equipment, materials, and personnel are all needed for the fire/rescue service to protect life and property in any community, these organizations are subjected to limited resources. Thus, the degree to which we can control adverse impacts upon these resources will have a corresponding effect on the services we can provide. Adverse impacts on resources can be controlled and/or reduced through the implementation of an effective loss and risk management program.

Public sector administrators in the new millennium are being required 'to do more with less' on almost a daily basis. Funds available for fire and rescue protection are becoming harder to find, as more citizens become concerned (and politically active) about the high rate of taxes. Meanwhile, the Federal government continues to impose unfunded mandates on virtually every part of state and local government, while at the same time reducing the funding available to support local programs. In this type of financial environment, funds wasted on accidental losses can prevent us from upgrading facilities and equipment, and from getting the most out of what we have. While fire administration must provide the leadership and the direction to control losses, risk management is actually the responsibility of everyone in the organization.

Typically, municipalities are subject to fire department losses through crime and fire (property), personnel (worker's compensation), fire scene liability, and professional liability. Good risk management and loss control techniques can have a positive impact on all such losses. Managing risks provides a way of controlling losses and expenses. Risk management can make our limited resources of personnel, materials and equipment more effective, and (in the process) our community safer.

Indications: Risk Management and Loss Control Recommendations

- Maintain and update as needed each year the existing Fire Department Risk Management Program that addresses the following noted objectives:
 1. Minimize public risk from fire department operations
 2. Enhance firefighter safety
 3. Reduce the incidence of negligence by department personnel
 4. Reduce losses of fire equipment and materials
 5. Minimize exposure to potential liability loss at the lowest cost
 6. Identify operating flaws in established procedures and correct same
 7. Continue to work closely with the City's Safety & Risk Division in the compilation of risk management and the investigation of all accidents and personal injuries
 8. Insure continued compliance with North Carolina OSHA and Federal safety regulations
- Maintain a department-wide wellness and fitness program for all personnel.
- Continue to insure that baseline and annual physical examinations used for all personnel meet or exceed the guidelines provided in current NFPA 1582.
- Review and adopt recently developed Candidate Physical Ability Testing (CPAT) standard for all newly hired employees effective January 1, 2004.
- Continue the existing program of monthly and annual inspection of all facilities to insure compliance with all department, City, and State/OSHA safety regulations.
- Continue to acquire Digital Thermal Image Unit each year to be used for search, rescue, and confined space operations. This acquisition will continue until all fire/rescue companies are equipped with thermal imagers.

Summary & Conclusions

Strategic or master planning is a systematic process that has been used successfully in industry, the military, and the federal government. In many communities throughout the nation it is used not only for fire protection, but also for law enforcement, utility systems, parks and recreation, zoning, and other community services.

In the fire service, strategic planning is concerned with evaluating and changing the existing fire protection system in order to meet the needs of a changing environment. By definition, strategic planning is policy oriented, long range in time frame, and wide in scope. Strategic planning strives to confront the technical, financial, operational, legal, legislative, and political aspects of fire and rescue protection.

During the preparation of the Wilson Fire/Rescue Services' Strategic Plan, considerable data was compiled and analyzed. When interwoven with information collected during the accreditation project, this data produced a solid base upon which were developed goals and objectives for the various aspects of department operations. Taken together, goals and objectives establish the level of service to be provided in the City of Wilson. The goals are policy statements of organizational purpose or intent, which describe ends toward which the department is working. On the other hand, objectives are specific interim results that can be expected within a given frame of time; in this sense, they are milestones. Goals and objectives address the current status of fire, rescue, and EMS service and outline measurable increments of change toward the desired status.

The Wilson Fire/Rescue Services' Strategic Plan is designed to respond to changing conditions in the community. As such, it should be modified if planned or unexpected changes occur that effects the fire protection system, or if the programs that have been selected are not producing the desired results (goals and objectives). Thus, a review of this Strategic Plan will be conducted each year at the annual Fire Department Management Advance. Any necessary changes will be incorporated into the plan at that time, as well as any needed revisions to the capital improvement program and other related City planning documents.